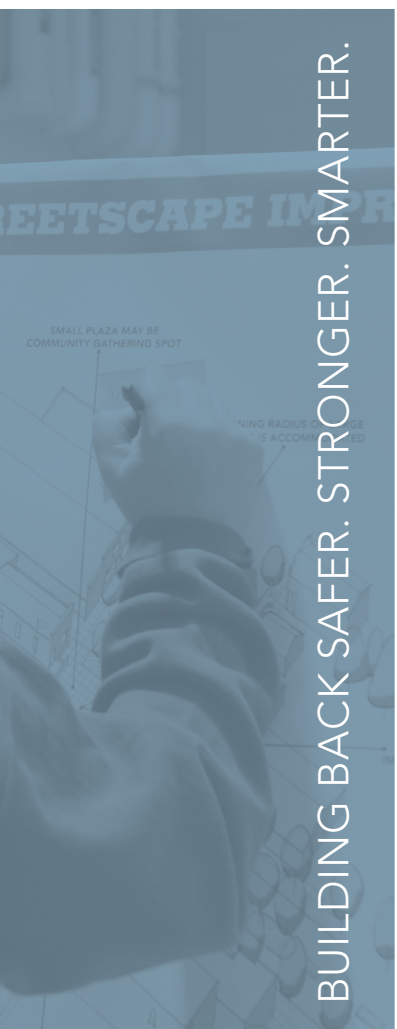


ESF #14 LTCR TOOLBOX INTRODUCTION



BUILDING BACK SAFER. STRONGER. SMARTER.

Understanding the ESF #14 LTCR Process and ToolBox



PARTNERING FOR
RECOVERY



ESF #14
LONG-TERM COMMUNITY RECOVERY

QUICK START

USING THE ESF #14 LTCR TOOLBOX

ESF #14 LTCR ToolBox (LTCR ToolBox) includes tools – LTCR Tools – that aid a community’s long-term recovery from a disaster. LTCR Tools were developed in Iowa by a team of recovery professionals and subject-matter experts with the ESF #14 Long-Term Community Recovery (LTCR) Team.

LTCR ToolBox includes:



ESF #14 LTCR

COMMUNICATIONS MAPPING TOOL



ESF #14 LTCR

DECISION-MAKING TOOL



ESF #14 LTCR

PROJECT + PROGRAM DEVELOPMENT GUIDE



IOWA ESF #14 LTCR

RESOURCE GUIDE

Here’s what you need to know:

- 1 Read the Introduction booklet first.
- 2 LTCR Tools are generally used in the sequence shown in the LTCR ToolBox list above, but the sequence may change depending upon where your community is in the recovery process and the kind of help you need.
- 3 Select the LTCR Tool you are interested in using.
- 4 Familiarize yourself with the Step-by-Step instructions included within each LTCR Tool.

You are now ready to begin using the LTCR Tools to help your community with its recovery.

- 5 Use the accompanying CD to print templates and tools as well as search the *Iowa ESF #14 LTCR Resource Guide*.



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INTRODUCTION

OVERVIEW

Disaster recovery is a complex process that brings new questions, challenges and tough decisions to the forefront. Previous methods used for communicating and decision making may no longer be effective under the new circumstances. To address the complex nature of disaster recovery, ESF #14 Long-Term Community Recovery (LTCR) provides a process and tools that help communities manage and coordinate community recovery activities.

The LTCR Process provides a framework to organize recovery activities. LTCR Tools help communities complete activities within the process. This document provides an overview of the ESF #14 LTCR Process and describes the ESF #14 LTCR Tools found in the ESF #14 LTCR ToolBox.

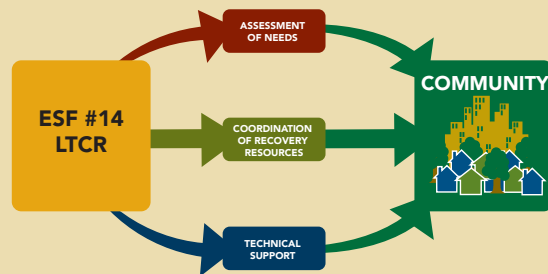


WHAT IS ESF #14 LONG-TERM COMMUNITY RECOVERY?

ESF #14 Long-Term Community Recovery (LTRC) is a Federal, State and local initiative that provides unique support to communities recovering from a disaster. ESF #14 is one (1) of 15 Emergency Support Functions (ESFs) managed by the Federal Emergency Management Agency (FEMA).

The LTRC Process is community-driven and based on public input. Communities collectively:

- Articulate a vision for their post-disaster future.
- Identify disaster-related projects and programs to achieve their vision.
- Identify opportunities that become possible through recovery.
- Facilitate partnerships to coordinate and maximize resources that can be applied to the community's long-term recovery needs.



Fifteen (15) Emergency Support Functions (ESFs) Identified in the *National Response Framework*:

- ESF #1 – Transportation
- ESF #2 – Communications
- ESF #3 – Public Works and Engineering
- ESF #4 – Firefighting
- ESF #5 – Emergency Management
- ESF #6 – Mass Care, Emergency Assistance, Housing and Human Services
- ESF #7 – Logistics Management and Resource Support
- ESF #8 – Public Health and Medical Services
- ESF #9 – Search and Rescue
- ESF #10 – Oil and Hazardous Materials Response
- ESF #11 – Agriculture and Natural Resources
- ESF #12 – Energy
- ESF #13 – Public Safety and Security
- ESF #14 – Long-Term Community Recovery**
- ESF #15 – External Affairs

ESF #14 LONG-TERM COMMUNITY RECOVERY PROCESS

ESF #14 Long-Term Community Recovery (LTCR) occurs in two (2) phases: a Federal and State-led phase and a community-led phase. The first phase utilizes LTCR professionals to assess disaster impacts and the capacity of communities to respond. This phase gradually transitions into the second phase in which the community leads the process with ongoing Federal and State support as appropriate.

The LTCR Process Diagram, Figure 1 on following pages, illustrates the sequence of recovery activities and the role of public participation in the recovery process. The lower portion of the Diagram identifies critical points at which specific LTCR Tools support activities and facilitate the process.

Role of Public Participation

Community involvement is a necessary and critical element of the LTCR Process. Community collaboration strengthens and revitalizes a community after a disaster event by building consensus for recovery. Public participation in the LTCR Process establishes community vision and shared goals, informs community-planning processes and affirms forward direction.

Community involvement occurs throughout the LTCR Process and at key milestones, as identified by the green diamonds in Figure 1. Each stage calls for community input and confirmation of results and direction before moving to the next stage.



Community meeting participants providing input at various ESF #14 LTCR events





Sequence of ESF #14 LTRC Activities

Implementation of the LTRC Process generally occurs in five (5) stages, as illustrated below in Figure 1.

ASSESSMENT

At the assessment stage, FEMA initiates ESF #14 LTRC to support State disaster recovery efforts. Federal and State agencies lead this part of the process. LTRC professionals assess damages from the disaster and communities' capacity to recover. In partnership with the State, LTRC leadership identifies communities eligible to receive support and levels of support provided. LTRC Technical Assistance Advisors engage with communities that accept LTRC support to convene stakeholders to guide the community through recovery activities of the LTRC Process.

VISION

One of the first activities the community stakeholder group undertakes in the LTRC Process is to articulate a community vision for its post-disaster future. A community vision inspires recovery activities, facilitates a unity of purpose and provides long-

term direction. The post-disaster community vision is a benchmark throughout the LTRC Process, used to evaluate recovery activities and decisions. The ESF #14 LTRC Communications Mapping Tool is useful during this stage to assist stakeholder groups to identify and implement strategies for community communication needs.

In determining its post-disaster vision, a community discusses issues, needs and opportunities resulting from the disaster. A public event organized at this point, helps facilitate the discussion community-wide.

GOALS

Activities during this stage focus on developing ways to realize the community's post-disaster vision. The community begins with developing goals, objectives and strategies and moves to identifying ideas for projects and programs. The ESF #14 LTRC Decision-Making Tool facilitates this process.

ESF #14 LONG-TERM COMMUNITY

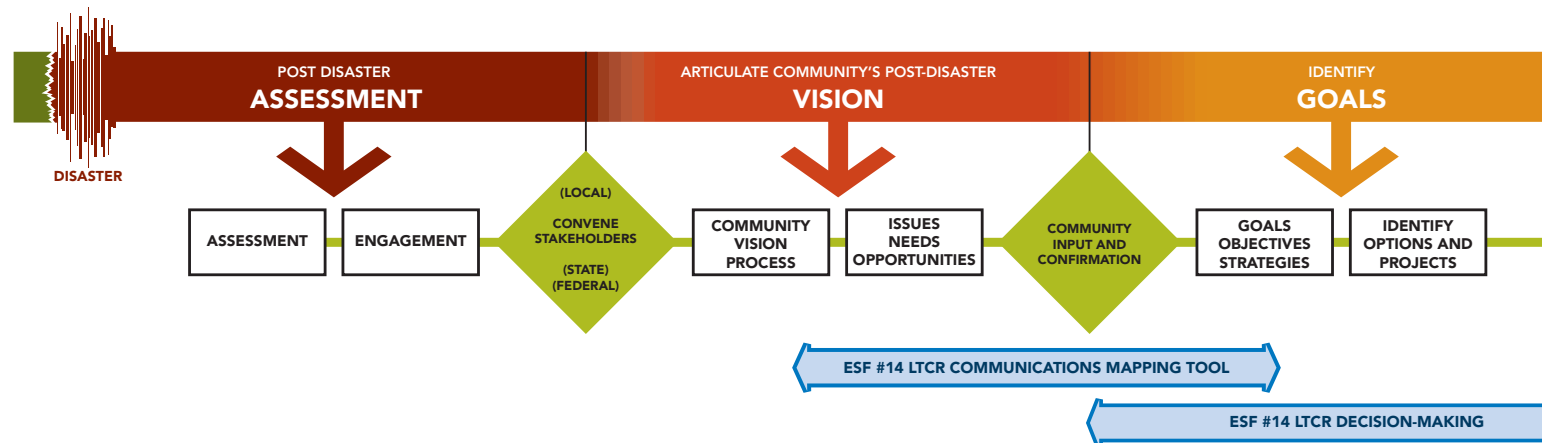


Figure 1. ESF #14 Long-Term Community Recovery (LTRC) Process Diagram illustrating sequence of recovery activities, public participation and use of LTRC Tools

Transition to the next stage provides another opportunity for public input and confirmation. A public event brings the community together to confirm results of previous activities and invites input on solutions to recovery challenges.

PROJECTS AND PROGRAMS

At this stage, communities work on developing specific projects and programs that can move the community closer to its post-disaster vision. Participants describe, evaluate and prioritize projects and programs and develop a resource strategy to support them. ESF #14 LTCR Project + Program Guide helps communities organize and refine proposals.

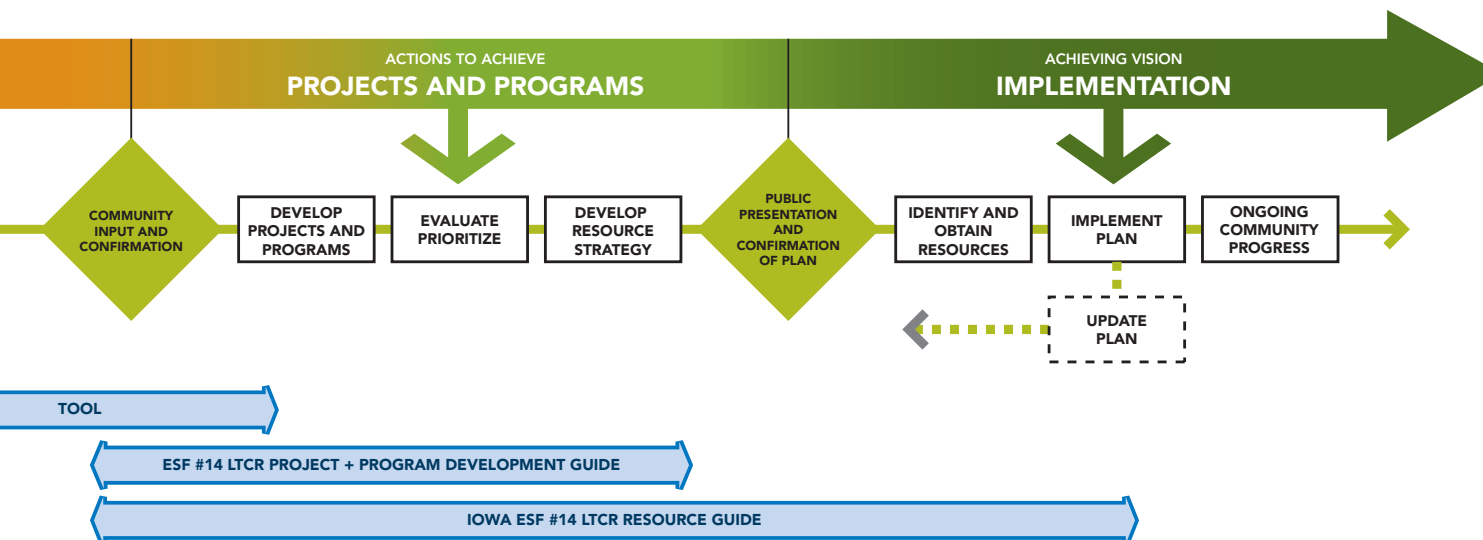
Community leaders and recovery professionals compile results generated at each stage to draft an LTCR Plan. Presenting the Plan to the community at a public event validates results and direction and reinforces community support. The LTCR Plan guides the overall strategy for recovery and implementation of projects and programs.

IMPLEMENTATION

During implementation, communities take the lead and begin to carryout project and program activities. Community members can use the *Iowa ESF #14 LTCR Resource Guide* to match appropriate resources with projects and programs generated in the previous stage. Obtaining resources helps to move projects and programs forward.

As implementation occurs and recovery activities progress, updates to the Plan become necessary. Updates are based on consideration and evaluation of completed projects and actions, current conditions and new or revised priorities. Ongoing evaluation is important to ensure actions support the community's vision and goals for recovery.

RECOVERY (LTCR) PROCESS DIAGRAM



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TOOLBOX



Figure 2. ESF #14 LTRC ToolBox features recovery tools to help communities manage their recovery process

ESF #14 LTRC TOOLBOX

For the purposes of this ToolBox, all references to Tools, ToolBox, Process, Vision, Goals, Objectives, Strategy, Projects and Programs are made within the context of the ESF #14 LTRC Process and should be considered as LTRC specific. The Glossary, provided in the Appendix, defines terms used in discussion of the LTRC Process.

The ESF #14 LTRC ToolBox supports the work of local communities and recovery professionals involved with long-term disaster recovery. LTRC Tools address specific and critical stages of the community's long-term recovery, as shown in the LTRC Process Diagram. The Tools aid with communications, decision making, identification and development of projects and programs and the creation of funding strategies critical to community long-term recovery.

In assisting Iowa communities with their recoveries, ESF #14 Long-Term Community Recovery (LTRC) professionals identified and developed several new recovery tools, as shown in Figure 2, to help communities navigate more effectively through this often complex process.



The ToolBox includes the following ESF #14 LTRC Tools (LTRC Tools):

ESF #14 LTRC COMMUNICATIONS MAPPING TOOL

A guide to identifying LTRC stakeholder communications networks and techniques. Helps identify effective communications techniques for gathering and sharing information necessary for successful disaster recoveries.

The ESF #14 LTRC Communications Mapping Tool, in Figure 3, builds a framework for effective two-way communication throughout the recovery process. The LTRC Communications Mapping Tool assists a core stakeholder group in selecting appropriate techniques for gathering community input, sharing information and receiving feedback on recovery vision, goals and projects.

Connections: LTRC Communications Mapping Tool is most effective when used early in the LTRC Process so all activities benefit from effective communications. Users of other Tools benefit from the Communications Mapping Tool by knowing with whom and how best to communicate about potential projects, programs and resource strategies.

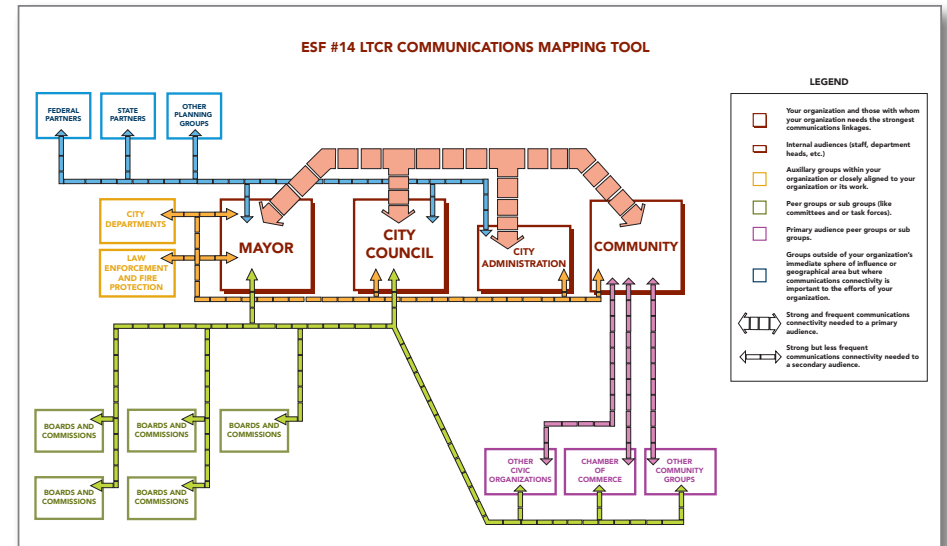


Figure 3. A communications map completed using ESF #14 LTRC Communications Mapping Tool


ESF #14 LTCR DECISION-MAKING TOOL

A process and template to guide decision making during disaster recovery. Provides a concise way to identify and evaluate potential projects and programs for further development.

The ESF #14 LTCR Decision-Making Tool (LTCR DMT), in Figure 4, is both a process and template. Together the process and template help communities articulate, record and evaluate recovery ideas and build agreement for priority projects and programs. LTCR DMT helps a community determine which potential projects and programs merit further attention and development. A successful project or program assists in achieving community vision and goals created in response to the disaster.

Connections: DMT is used by communities to develop potential projects and programs that help realize visions and accomplish goals. The Tool serves as a first step toward completing the ESF #14 LTCR Project + Program Development Guide. Project and program concepts developed by the DMT can be used to search for potential resource providers and partners in the *Iowa ESF #14 LTCR Resource Guide*.

COMMUNITY VISION: Creating a strong community devoted to family, fostering business, working together for future growth.									
GOAL: Expand housing choices.									
IDEAS	ONGOING EFFORTS	GAPS	PROJECT OR PROGRAM OPTIONS	OPPORTUNITIES	CONSIDERATIONS		RESOURCES	DECISION	NEXT STEPS
					BENEFITS	CHALLENGES			
RESTORE HOUSING AS SOON AS POSSIBLE.	City Housing Redevelopment Plan.	The flood made housing recovery needs more acute. A more detailed approach is necessary to better meet the need for housing in general.	Establish Housing Resource Office (HRO).	Consolidate all building processes utilizing the existing City Housing Redevelopment Plan.	Housing and redevelopment can occur faster if there is access to a "one-stop-shop" program, and location to assist with permitting, inspection, financing and rebuilding options.	Ensuring the HRO Program is properly staffed with professionals who are well-versed in the rebuilding process.	U.S. Department of Labor (DOL); State Housing Resource Corporation; U.S. Department of Agriculture (USDA); Rural Development; U.S. Department of Housing and Urban Development (HUD); Enterprise Foundation; Green Communities grants and loans.	PREFERRED OPTION HRO Program is most important project in sequence of three. Every redevelopment activity would go through this program. This program could be done first and the others implemented immediately thereafter.	Utilize ESF #14 LTCR Project + Program Development Guide (LTCR PDG) to develop Housing Resource Office program based on existing information and information to be gathered.
			Redevelop FEMA mobile home group site.	The general public supports redevelopment of this site as they prefer permanent housing rather than temporary housing on the site.	Temporary housing developed into an attractive mixed use development.	Moving people out of FEMA trailers and then removing trailers. Redevelop property for redevelopment. Installing infrastructure for subdivision. Updating City Housing Redevelopment Plan.	State Housing Resource Corporation; USDA Rural Development; HUD.	Community residents are concerned about the future of this site. After establishing the HRO this is the highest development priority in the community.	Utilize ESF #14 LTCR Project + Program Development Guide (LTCR PDG) to redevelop FEMA mobile home group site project based on existing information and information to be gathered.
			Develop new planned duplex development.	Provide additional housing choice as listed in City Housing Redevelopment Plan.	Availability of attractive affordable housing for the elderly and those on fixed income.	Securing the funding needed to develop project.	USDA, Rural Development; HUD; Enterprise Foundation Green Communities grants and loans.	After establishing the HRO this is the second highest development priority. A variety of housing types is important to the community as they try to both attract and retain a diverse population.	Utilize ESF #14 LTCR Project + Program Development Guide (LTCR PDG) to develop planned duplex development project based on existing information and information to be gathered.


ESF #14 LTCR DECISION-MAKING TOOL
 PARTNERING FOR RECOVERY

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Figure 4. ESF #14 LTCR Decision-Making Tool used to record and evaluate recovery ideas



ESF #14 LTRC

PROJECT + PROGRAM DEVELOPMENT GUIDE

A guide and template to assist in the development of LTRC Projects and Programs. Outlines a clear method for developing projects and programs for implementation.

The ESF #14 LTRC Project + Program Development Guide (LTRC PDG), in Figure 5, assists communities with organizing and developing project-related information. Communities use the LTRC PDG after they identify initial concepts for projects. The LTRC Decision-Making Tool can help communities take concepts and ideas and move them forward as projects and programs. LTRC PDG supports the development of project and program descriptions that help connect to resources.

Connections: PDG is used to prepare for implementation of LTRC Plans. It draws on information generated by the LTRC Decision-Making Tool. Project and program descriptions generated by the PDG can be used to search for resource providers in the *Iowa ESF #14 LTRC Resource Guide*.

FEMA ESF #14 LONG-TERM COMMUNITY RECOVERY PROJECT + PROGRAM DEVELOPMENT GUIDE (PDG)				ESF #14 LONG-TERM COMMUNITY RECOVERY
COMMUNITY				
PROJECT OR PROGRAM NAME				
SECTOR				
PROJECT CHAMPION				
CONTACT INFORMATION				
DATE				
COMMUNITY VISION				
A. PROJECT OR PROGRAM DESCRIPTION				
<input type="checkbox"/> A1. Background (include disaster impacts associated with the project or program).				
<input type="checkbox"/> A2. Project or program description.				
<input type="checkbox"/> A3. Project or program type (e.g., program, policy, capital project, technical assistance).				
<input type="checkbox"/> A4. Scope of work.				
<input type="checkbox"/> A5. Project or program benefits. How does the project or program:				
• Stimulate the community's economy or create economic opportunities?				
• Illustrate recovery activity?				
• Provide connections to other activities, sectors or resources?				
• Benefit the community as a whole?				
• Contribute to the community's quality of life?				
<input type="checkbox"/> A6. What are options/alternatives for this project or program? Why is this option/alternative chosen?				
<input type="checkbox"/> A7. Identify development and implementation timeframe(s). If implementation has begun, identify start date and provide a brief description of work to date.				
B. PROJECT OR PROGRAM IMPACT				
<input type="checkbox"/> B1. Describe demographics of populations impacted by the project or program.				
<input type="checkbox"/> B2. What other persons or organizations might impact this project or program?				
<input type="checkbox"/> B3. Describe geographic area of impact.				
<input type="checkbox"/> B4. Is this project or program a precondition for any other activities?				
This template was developed as an ESF #14 Long-Term Community Recovery (LTRC) Tool to aid LTRC Project and Program development. It may be adapted for general recovery or other initiatives.				
RECOVERY				
Term Community Recovery (LTRC) project or program or general recovery project or				
project or program help achieve the post-disaster community vision?				
project or program incorporate best practices for reducing future loss?				
project or program support sustainable development or practices through efficient use of				
nd natural resources?				
project or program increase recovery benefits, such as through connections to other				
project or program build community capacity (the community's ability to manage				
lies efficiently and effectively)?				
ART AND COORDINATION				
ency or organization whose approval of the project or program is required? Include				
ation if known.				
or program part of a multi-agency effort? Are there Memoranda of				
Understanding (MOA/MOU) between multiple organizations?				
ect or program require multiple resource partners (e.g., technical assistance and funding				
clude contact information if known.				
by the community has been documented?				
nunity have the workforce and resources to sustain the project or program?				
ect or program have any prerequisites?				
opportunities to implement the project or program in phases.				
or program achievable within a three- (3) to five- (5) year timeframe?				
FINANCIAL CONSIDERATIONS				
ject or program costs (attach a separate page if necessary).				
nd/or other resources are available to develop and implement the project or program?				
ding is committed?				
ding has been expended?				
nd operational budget (attach a separate page if necessary).				
nding gaps.				
exist, what are likely sources of funding?				
<input type="checkbox"/> G1. Is this project or program feasible (high, moderate, low likelihood of becoming a reality)? For example,				
does the project or program have any significant obstacles or challenges?				
H. NEXT STEPS				
<input type="checkbox"/> H1. What are the next steps in connecting the project or program to other initiatives in the community? To				
the community as a whole?				
© 2016 FEMA Region VII - ESF #14 Long-Term Community Recovery (LTRC)				

Figure 5. ESF #14 LTRC Project + Program Development Guide helps collect and organize information

IOWA ESF #14 LTCR RESOURCE GUIDE

A directory that identifies LTCR technical assistance resources and funding opportunities. Identifies available resources to support projects and programs developed during the LTCR Process.

The *Iowa ESF #14 LTCR Resource Guide*, shown in Figure 6, assists communities with identifying available resources to support those projects and programs critical to their long-term recovery. After communities develop project and program descriptions through the LTCR PDG, they use the *Iowa LTCR Resource Guide*, to match completed PDGs with prospective resources – both technical assistance and funding opportunities.

Connections: The *Resource Guide* helps the community identify partners and resources for the implementation of LTCR Projects and Programs. Users of the *Resource Guide* draw information from LTCR DMT and LTCR PDG to guide resource searches.

Applicability of LTCR Tools

While developed specifically for the LTCR Process, LTCR Tools have broader applicability. Communities, for example, can use each Tool to identify and evaluate general community development efforts. In addition to LTCR professionals and community stakeholders involved in long-term recovery, other community organizations and initiatives might benefit from application of the Tools.

SOURCE	PROGRAM	SECTOR	TYPE OF SUPPORT	DESCRIPTION	TARGET AREA	ELIGIBILITY / PROCESS	DEADLINE	CONTACT INFORMATION	WEB ADDRESS
BARNES & NOBLE	Charitable Giving	EDUC	Program	Provides funding for local and regional efforts to promote literacy and the arts in K-12 education. Proposals should include a literacy or arts component that fosters both student achievement and community growth. Recipients must plan to promote the program with Barnes & Noble and be willing to work with the local store(s) on in-store programming.	Statewide	Nonprofit, tax-exempt organizations that focus on literacy.	Applications are reviewed on a continuing basis.	Corporate Communications Barnes & Noble 122 Fifth Avenue, 2nd Floor New York, NY 10011 800.427.7171	http://www.barnesandnoble.com/new_consumer/community-support-you/idea-support-you.html
BATES (ROBERT T.) FOUNDATION	Charitable Giving	HIST	Capital	Funds historic preservation projects in the Abia area. Applications must be in writing with a brief explanation of the intended use of requested contribution.	Abia County area.	Charitable, religious, literary, educational institution or organization.	Written proposals are accepted on an ongoing basis.	Raymond H. Davis, President c/o First Iowa State Bank 19 Benton Avenue East Abia, IA 52531 641.332.2144	No Web address available.
BECHTEL (H. REINHOLD) CHARITABLE REMAINDER UNITRUST	Charitable Giving	EDUC, HOUS	Capital; Program	Supports media communications, higher education and community development in southeastern Iowa through general support grants and capital building grants.	Southeastern Iowa	Nonprofit, tax-exempt organizations.	Contact for details.	R. Richard Bittner, Trustee 1000 US Bank Center 201 West Second Street Davenport, IA 52801 563.328.3333	No Web address available.
BECHTEL (HAROLD) CHARITABLE REMAINDER UNITRUST	Charitable Giving	EDUC, HIST, HOUS, HSPH	Capital; Program	Provides support for youth services, theater, elementary/secondary education, government/public administration and for building and renovation.	Giving limited to Scott County.	Nonprofit, tax-exempt organizations.	Contact for details.	R. Richard Bittner, Trustee 1000 US Bank Center 201 West Second Street Davenport, IA 52801 563.328.3333	No Web address available.
BECHTEL (MARIE H.) CHARITABLE REMAINDER UNITRUST	Charitable Giving	EDUC, HOUS, HSPH	Program	Funds higher education, human services, youth services and community development.	Giving limited to Scott County.	Nonprofit, tax-exempt organizations.	Contact for details.	R. Richard Bittner, Trustee 1000 US Bank Center 201 West Second Street Davenport, IA 52801 563.328.3333	No Web address available.
BEN & JERRY'S FOUNDATION	Corporate or Company Charitable Giving	ECON, EDUC, ENVI, HIST, HOUS, HSPH	Capital	Supports organizations involved with early childhood development, the environment, AIDS, employment, agriculture, housing, youth citizenship, civil rights, community development, citizen participation, minorities, Native Americans, women, gays and lesbians, immigrants, economically disadvantaged people and homeless people. Special emphasis is directed toward programs designed to facilitate progressive social change and social justice.	Statewide	Giving on a national basis and to U.S. territories. No support for State agencies, basic or direct service organizations or universities programs.	Letters of interest are reviewed on an ongoing basis for grants under \$1,000. There are no deadlines for filing proposals for larger grants.	Ben & Jerry's Foundation, Inc. 20 Community Drive South Burlington, VT 05403 802.846.1500	http://benjerry.org/foundation/index.html
BENSTEIN (AGNES V.) CHARITABLE FOUNDATION	Charitable Giving	EDUC, HOUS, HSPH	Capital; Program	Provides grants to charitable groups in southeast Iowa.	Southeast Iowa	Nonprofit, tax-exempt organizations.	Contact for details.	Agnes V. Benstein Charitable Foundation P.O. Box 154 Keokuk, IA 52632 319.524.6921	No Web address available.
BEST BUY CHILDREN'S FOUNDATION	Corporate or Company Charitable Giving	EDUC	Program	Focus on enhancing the quality of life of school age children in communities where Best Buy maintains a presence. Foundation seeks to support programs that offer leadership and educational activities. It supports and strengthens communities by contributing to a variety of national organizations that foster engaged, fun learning experiences for children through integrating innovative, interactive technology into those experiences. Programs funded by the foundation must be easily accessible to students or provide essential social services and disaster relief support.	Communities near Best Buy stores.	501(c)(3) nonprofit organizations.	November 1, February 1, May 1 and August 1.	Community Relations Department Best Buy Children's Foundation P.O. Box 9312 Minneapolis, MN 55440 612.292.6397	http://communityrelations.bestbuy.com/communityrelationsbestbuyfoundation.org
BEST WESTERN INTERNATIONAL	Corporate or Company Charitable Giving	HSPH	Program	Mission is to support communities where Best Westerns are located by responding to the immediate and ongoing needs with lodging and financial resources.	Statewide	Community outreach programs.	Contact the closest location for details.	Community Relations Best Western International 1201 North 34th Parkway Phoenix, AZ 85016 612.957.4200	http://www.bestwestern.com

Figure 6. A page from *Iowa ESF #14 LTCR Resource Guide* featuring potential resources

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GLOSSARY

CD – Compact Disc

DMT – Decision-Making Tool

ESF – Emergency Support Function

FEMA – Federal Emergency Management Agency

LTCR – Long-Term Community Recovery

MOA/MOU – Memorandum of Agreement/Memorandum of Understanding

PC – Personal Computer

PDG – Project + Program Development Guide

RIO – Rebuild Iowa Office

SMART – Specific. Measurable. Achievable. Realistic. Timely. (e.g. SMART Objective)

Brainstorming – A problem-solving technique used in a group setting in which participants generate a large number of ideas and options but do not immediately evaluate the results.

Community Capacity – Ability of the community to manage recovery activities.

Connectivity – Connections between projects, groups or communities, such as sharing of resources, which make them mutually supportive and increase their feasibility. Also, physical connections between parts of a community, such as bike trails or roads due to close proximity. Related terms include connections, linkage, ability to connect and interconnection.

Facilitate – To make easier or help accomplish a goal. Related terms include assist, increase the likelihood of, expedite and promote.

Feasibility – A measure of the likelihood that a project can be implemented based on current plans, budgets, resources and other circumstances.

Feedback Loop – A process for evaluating results of a long-term community recovery process by comparing results to vision, goals and objectives. Also, a process for confirming that intended messages have been received and understood.

General Recovery – Process through which immediate or short-term recovery actions are undertaken.

Goal – A statement that broadly identifies intended future results needed to achieve a community's post-disaster vision.

Implementation – Process through which a project is completed by the community.

Issue – A condition created or made worse by a disaster and that may be addressed by a project or program.

Leverage – To obtain a greater benefit by combining or coordinating resources, assets or strategies. Related terms include influence, induce, increase and stimulate.

Linkage – Relationships between projects or communities, such as sharing of resources, which make them mutually supportive and increase their feasibility. Related terms include relationship and association.

Long-Term Community Recovery – The process of establishing a community-based, post-disaster vision and identifying projects or programs and funding strategies best suited to achieve that vision and employing a mechanism to implement those projects or programs.

LTCR Plan – A document describing LTCR vision, goals and objectives to be achieved and the process used to arrive at the vision, goals and objectives. Typically, background information about the context of the Plan is included.

Need – Amount of recovery assistance a community requires to return to pre-disaster conditions.

Objective – A statement identifying a Specific, Measurable, Achievable, Realistic and Timely (SMART) outcome which accomplishes a goal.

Opportunity – A positive possibility which requires activity to realize.

Plan – See LTCR Plan.

Policy – A principle or course of action chosen to guide decision making and formalized in a law, ordinance, plan or guideline.

Post-Disaster Community Vision – A statement or set of statements that describes a realistic condition that the community wishes to achieve and which provides inspiration and long-term direction for recovery activities.

Prerequisite – An activity that must be completed before other activities can take place.

Program – An ongoing set of activities and resources managed to achieve specific outcomes, achieve a community's recovery goals and fulfill its vision. This term is understood to include other types of ongoing efforts.

Project – An activity intended to create a physical product, such as new housing or a document, that achieves a community's recovery goals and fulfills its vision. This term is understood to include plans and other tangible products.

Project Champion – A community member or other individual who has accepted responsibility to lead a project or program to completion.

Quality of Life – The general well-being of an individual or community. To measure quality of life, LTCR considers the quality and quantity of the natural environment, community services, infrastructure and critical facilities such as roads and fire stations, housing opportunities, recreational facilities and culturally-significant places.

Sector – Subject-based categories used to classify projects and programs so that similar activities can be grouped together. Standard sectors used in the LTCR planning process are Housing, Infrastructure/Environment and Economy; these are categories most often needing recovery activity. Other sectors may be created or adapted as needed: for example, *Iowa ESF #14 LTCR Resource Guide* identifies nine (9) sectors for classifying resources.

Stakeholder – A person who has an interest in the results of a general recovery effort or a particular project. A stakeholder may be a resident of the community, member of a religious, social and other community organization (the general public); an elected or appointed official or government employee (government); or a business owner or employee (private sector).

Strategy – A specific method needed to achieve goals and objectives. Typically, multiple strategies can be identified to achieve the same objective. Also, a document similar to an LTCR Plan that may not identify specific projects.

Subject-Matter Experts – A person who is an expert in a particular subject or in performing a specialized job, task or skill.

Sustainable Development – Development characterized by prudent use of energy, water and natural resources to ensure healthy communities for future generations.

Sustainable Practices – Operating a building or program in an environmentally sustainable manner, characterized by prudent use of energy, water and natural resources, to ensure healthy communities for future generations.

Technical Assistance – Advice, assistance or training related to a technical subject. Typical forms of technical assistance include fundraising aid, financial planning, legal advice and marketing assistance.

Vision – See Post-Disaster Community Vision.

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